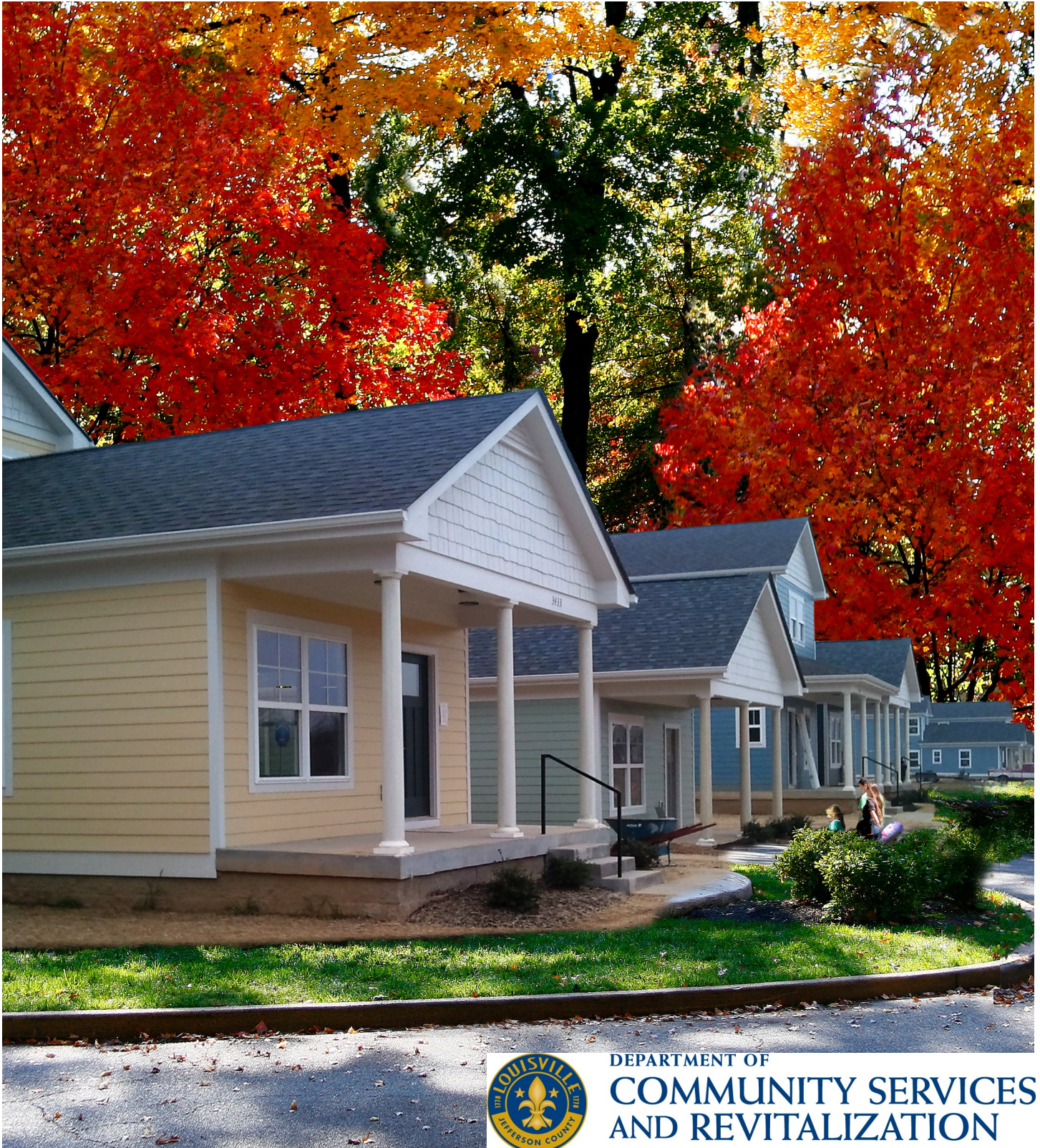


Strengthening Community

Louisville Metro Community Services and Revitalization

FY 12-13 Annual Report



DEPARTMENT OF
**COMMUNITY SERVICES
AND REVITALIZATION**



DEPARTMENT OF COMMUNITY SERVICES AND REVITALIZATION
LOUISVILLE, KENTUCKY

GREG FISCHER
MAYOR

VIRGINIA PECK, DIRECTOR

I am excited to present you with the Louisville Metro Department of Community Services and Revitalization (CSR) Annual Report. In August 2012 Mayor Greg Fischer appointed me to serve you as the Director of CSR, and I am proud to lead a dedicated staff on a journey of transition and continuous improvement. I am happy to use this annual report to highlight our collaborative efforts and accomplishments in serving the people of Louisville Metro.

Strengthening the people, families, and resources available in our community is the essence of what we work towards every day. With that focus, it is only fitting that **Strengthening Community** serve as our 2012-2013 annual report theme. Strengthening Community is about working together to improve lives.

Evolving With Our Community

CSR's work impacts the entire community from providing quality customer service through our social service programs to building safe, warm, dry, and affordable infrastructures for our citizens to call home. As the world of social services evolves, our team continues to transform our skills and policies to address the needs of present-day society. We recognize that while transformation is challenging, an organization that does not grow or change jeopardizes its effectiveness to address community needs. Because CSR is invested in meeting the needs of our community, we are embracing our role as a transformative government agency.

Cultivating Partnerships

This year we have re-emphasized the importance of solving community issues through collaboration. From establishing a centralized system of service which aims to address the needs of the family comprehensively to establishing a government and community program that tackles the complex problem of vacant and abandoned properties, we are breaking silos within our department and across Metro. By leveraging funds, establishing positive working relationships, and soliciting the voice and input of residents for neighborhood-based planning, our partnerships are growing and our work is making an impact.



Our **Vision for the Future** is to elevate families from social service necessity to self-sufficiency. We strive to invest in the revitalization and restoration of strong housing structures and stronger communities where people may live proudly and safely.

Our **Goal** is to be innovative in service delivery and community transformation as we continue to Strengthen Community!

A handwritten signature in blue ink that reads "Virginia Peck".

Virginia Peck
Director

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MISSION:

The mission of the Community Services and Revitalization Department is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. Our staff works with Federal, State, and other Metro governmental departments, non-profit organizations, private citizens, and local businesses to achieve our goals.



VISION:

Community Services and Revitalization strives to improve the lives of all the citizens of Louisville.

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STRENGTHENING FAMILIES

One person, One family, One Neighborhood, One Community

“The whole fabric of our society must be rewoven - and the patterns we must weave are patterns of justice, opportunity, dignity and mutual respect.”

Robert Sargent Shriver, Jr.

Director of the Federal Office of Economic Opportunity, 1966

Everything we do starts and ends with people. As Louisville Metro’s primary resource for addressing the emergent needs of our city’s residents, we take that responsibility with humility and compassion. Each year more than 50,000 people from across Metro seek our services for the purpose of feeding, housing, and caring for themselves and their family. The Community Services Division of CSR operates five program areas: Home Repair and Rehabilitation, Louisville Metro Community Action Partnership, Neighborhood Place, Outreach and Advocacy, and Self-Sufficiency. Each program focuses on strengthening families one household at a time.

Regardless of the needs that bring a client to our department, **improving their financial stability is our fundamental goal.** There’s a real movement – and a real strategy – as addressed in our department’s 6-year Strategic Plan – to move our clients out of poverty and into self-sufficiency. CSR services are holistic in nature by providing clients financial, individual, and family resources to establish household self-sufficiency. By providing supportive services, families are able to relieve the burden of the cost of living and focus on employment and debt reduction plans which will lead to stability.



Struggling to make ends meet in early 2013, Tonya B. applied for LIHEAP energy assistance to

prevent disconnection of

her utility services. A Finance 4 U

flyer sparked her interest so she enrolled in the free 6-week course provided by CSR to build skills around money-management and goal-setting.

Tonya especially enjoyed learning how to save money with couponing, but in her words the most valuable outcome was, **“I NOW HAVE HOPE I CAN DO BETTER”**. Bank On Louisville’s Start Fresh curriculum also allowed her a second chance at opening a bank account which will be a vital step on the journey to self-sufficiency.



Bennie Smith described his story as

“FROM HOMELESS TO THE HIGHWAY”.

He was laid off from his employment three different times in late 2012 and early 2013, which eventually led to the loss of his apartment and the need to seek shelter at Wayside Christian Mission. Upon seeking rental assistance from Neighborhood Place, he was referred to a short-term job training through CSR. Just months later, he was hired full-time by Falcon Trucking Company and credits the “total team effort” of all parties involved for his success.

A PLACE TO CALL HOME

CSR works to provide safe, warm, dry, and affordable homes for families across the city by working with homeless families, families seeking assistance to stay in their home, making the home safe for aging adults and children, and providing financial supports and individualized case management, counseling, and education to stabilize the family budget and prevent eviction, foreclosure, and disconnection of utilities.

The **Self-Sufficiency** team served **nearly 600 formerly homeless households** with individualized case management to address barriers that may prevent sustainable and permanent housing. On-going subsidized rental and utility assistance, coupled with individualized case management services is provided to a vast majority of the households served via the Self-Sufficiency team. Housing specialists, social workers, and inspectors work together to increase the household income by removing barriers to employment, partnering clients with mental and physical health providers, finding a place to live, and on-going rental and personal assistance to stabilize the home. In addition to one-on-one services, our team worked with **29 local non-profit organizations** that work to provide families from every walk of life with shelter and housing. More than 8000 Louisvillians live on the street or in shelters each year. Homelessness is life-threatening and impacts the quality of life for every citizen in our community. The effort of our team to move people from homelessness to a safe place to call home, and in some cases home ownership, not only changes lives, but often saves lives.



Ms. B. Williams moved from homelessness to CSR's Tenant-Based Rental Assistance (TBRA) in 2007. With her case manager, Charlene Reeder-Welch (pictured to the right), they set goals to help Ms. Williams on her path to self-sufficiency and in 2013, homeownership.

Ms. Williams is now an employed home owner and student at Jefferson Community and Technical College. As Ms. Williams proudly stated, **"IF YOU DO WHAT YOU'RE SUPPOSED TO DO, GOOD THINGS HAPPEN.** It's not that hard- it just takes commitment."

In addition to providing people with the means and resources to have a home, we work with thousands of families to maintain the homes where they live. **Celebrating its 20th anniversary, Neighborhood Place** is a vital community resource for addressing crisis situations. There are eight primary and two satellite Neighborhood Place locations strategically located across the community. Last fiscal year, **more than 3,200 residents** received financial assistance to prevent eviction, foreclosure, and utility disconnection which supported **nearly 10,000 household members**. Through the Family Economic Success plan and the Independent Development Account (IDA) Neighborhood Place social workers engage individuals to establish long-term budgets and savings accounts that may be used toward down payment on a new home or education.



Through the **Louisville Metro Community Action Partnership** (LMCAP) more than **15,000 households** received winter utility assistance through the **Low Income Home Energy Assistance Program** (LIHEAP) and emergency assistance this past fiscal year. This financial assistance helps people stay in their homes when utility rates increase at a higher rate than household finances.

WARM PLACE TO STAY AND FOOD ON THE TABLE

Maintaining a home can become a daunting task for aging adults, and in a difficult economy, the family budget is smaller, and the means to maintain a home fewer. The **Home Repair and Rehabilitation** program helps individuals and families stay in their home by providing home repairs and enhancements to keep the home warm, dry, and safe for all ages. This past year, **512 homes** received services from CSR. The services include addressing emergency repair issues such as replacement of furnaces and water heaters during cold winter months, replacing dangerous electrical wiring, and weatherizing a home to provide greater insulation and energy efficiency which permanently lowers the monthly heating and cooling cost.

The **Lead Safe Louisville** program specifically addresses the health risk of lead poisoning to young children. Lead poisoning can cause problems with a child's growth, behavior, and ability to learn. Our team provided assistance to the families of **48 children** by lead inspection and abatement this past year. In addition to the physical remediation, our team has educated more than 370 individuals on the risk of lead poisoning.



The **Summer Food Service Program** provided **105,000 box lunches** to children in **55 community locations** between the months of June through August ensuring that these children and youth continue to receive nutritious meals when school is no longer in session.

Proper nutrition is also a key component in promoting independence and physical and mental well-being. CSR's **Senior Nutrition** provides nearly **300,000 meals** a year to senior citizens and homebound individuals through the Meals on Wheels program and more than 20 neighborhood based congregate sites for more active seniors.

*Approximately **400 volunteers** each month are utilized to deliver hot meals, along with safety checks, to homebound seniors in our community.*



CSR's partnership with the **Center for Accessible Living** installed 66 wheelchair ramps in the homes of disabled citizens. This partnership provided exit and entry access to homeowners across the community enhancing their quality of life. This past year, Metro United Way and United Auto Workers-Ford joined our efforts by assisting in the building of 21 of the **66 ramps**.

EMBRACING OPPORTUNITY

The **Louisville Metro Community Action Partnership Employment and Scholarship Programs** provide citizens the opportunity to advance themselves and their families through job training and professional skill development and completion of associate and bachelor degrees.

Participants of the program have completed employment training programs and began professions that include dental and medical assistants, certified nursing assistants, cosmetology and certified drivers. Formerly incarcerated people received specialized assistance through CSR's re-entry programs and community partnerships. Providing windows of hope and opportunity have not only given people employment opportunities, but helped make our neighborhoods safer communities.

In 2012, **45 people** received their bachelor or associate degree with financial assistance from the LMCAP Scholarship Program. CSR is doing our part to support the 55,000 degree program goal of increasing postsecondary education attainment. Educational and skilled training provide opportunities for residents to obtain jobs earning livable wages elevating individuals and families from the grips of poverty.



Tonda B. serves as a role model to her two children – and to many others – for her dedication in pursuing her long-time dream of becoming a Truancy Officer.

She overcame many obstacles from her childhood, including one parent with a drug addiction and the other who passed away in her teen years, with the mindset:

“I COULD HAVE GIVEN UP AND NOT CARED, BUT WHAT GOOD WOULD IT HAVE DONE?”

As a recipient of a LMCAP college scholarship last year, she graduated with an Associates degree in Criminal Justice last summer and is now working towards her Bachelor's degree.

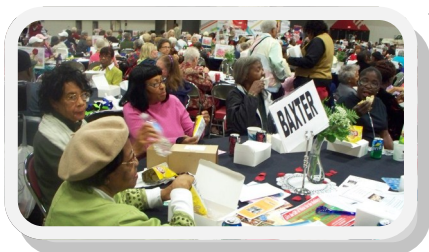
Successful Chicago businessman and philanthropist W. Clement Stone once said, “Tell everyone what you want to do and someone will help you do it.” That statement describes the work CSR's microbusiness team provides to budding entrepreneurs. Through credit analysis, business plan development, and injection loans, our Microbusiness program helped 54 microbusinesses with start-up and expansion which helped to **create 52 new jobs and sustain 29 jobs**. Our team not only provided direct assistance for business owners, but also built bridges between business owners and job seekers creating a winning situation for both. The partnerships created between business owners create a synergy of economic development and innovation Metro-wide.



Shartina “Tami” Charles (pictured 3rd from right) is a shining example of a great community leader and female-business owner who, through her own determination and funding of capital, began Dudley Products Louisville. Unemployed just a couple years ago, Tami received a variety of client services through CSR – including business training and a mini-micro loan in FY12-13. Since opening her hair care and cosmetics distribution business in the Heyburn Building downtown, she has hired an administrative assistant with future plans to add three additional employees by the end of the current fiscal year.

A SEAT AT THE TABLE

Advocacy and Outreach is a diverse function of CSR and serves to provide a voice and a place at the table for generations of people across our community. Our team brings people together to resolve community concerns and enhance services for special populations including youth, women, the disabled and senior citizens.



The **Office for Aging & Disabled Citizens** (OADC) provides leadership and participates in community activities while advocating for rights, policies and funding to enhance the lives and independence of seniors and disabled individuals. OADC worked with other community leaders in the Regional Mobility Council in identifying sidewalk barriers in Jefferson County which supported the development of the Accessible City Project funded by MetLife Foundation Partners for Livable Communities. Working to ensure women have access to the resources and information necessary for self-determination is the focus of **Office For Women**. The 2012 CSR report on the status of Louisville women found women underrepresented in positions of political decision-making and female head of households to be eleven times as likely as male head of households to live in poverty.



Recruiting, training, and providing quality programs for youth is the focus for the **Office of Youth Development**. More than 700 youth workers providing programming for 8,457 youth were trained on program quality standards and youth engagement for educational and recreational youth programs. Through the Mayor's focus on Out of School Time programs, CSR has taken the lead on coordinating a database of options for parents seeking safe and educational environments for children after school, during holiday and spring breaks, and during the summer.

In FY 13 Advocacy and Outreach:

Provided more than 5,000 supervised child custody visitations and exchanges for local families exposed to domestic violence

Hosted the Senior Day Out networking event for 2,000 local and regional senior citizens

Placed more than 100 Foster Grandparents in local schools to assist struggling children

Placed more than 600 Retired and Senior Volunteers to help meet the needs of citizens throughout the community

Partnered with Jefferson County Public Schools and Metro United Way to develop Youth Program Quality Standards

The Advocacy offices of CSR support agencies across the community by recruiting and training volunteers to work in the community and in school classrooms through the **Retired and Senior Volunteer (RSVP)** and **Foster Grandparent (FGP)** programs. These volunteers have a tremendous impact in our community and assist various organizations providing needed programs and services. CSR is very proud that **Marian Gosling**, currently the Program



Director with RSVP, was among the fourteen individuals (and groups) to receive a Governor's Award for Volunteerism and Service for dedicated service in 2012. Marian pictured 3rd from the right) was honored with the Volunteer Coordinator Award.

Carolyn Belmar, an RSVP volunteer and chair of the Senior Corps Advisory Council, was also recognized with the Volunteer Coordinator Award. In addition to providing direct services, our Advocacy and Outreach staff work with community and business groups to protect and establish policies to enhance our community and neighborhoods for all.



STRENGTHENING NEIGHBORHOODS

Brick by Brick. Street by Street. Neighborhoods are Shaped.

“For a neighborhood to be important, it needs to have citizens in it that have a sense of pride and belonging, who believe there is strength in numbers, strength in identity, and strength in story because that’s what makes any and every neighborhood important.”

Tom Owen

Louisville Historian, Activist, and Councilman

WHAT WAS OLD IS NEW AGAIN

Like many older American cities, Louisville has unique and well-defined neighborhoods. From the grandiose Victorian architecture in Old Louisville, to the century old shotgun houses in Portland, Germantown, and California, our neighborhoods have personality and stories that have far too often been masked by aging structures, years of natural and human disinvestment, and abandonment.



The Revitalization division of CSR works to uncover those individual neighborhood stories by redeveloping neighborhoods through private and public

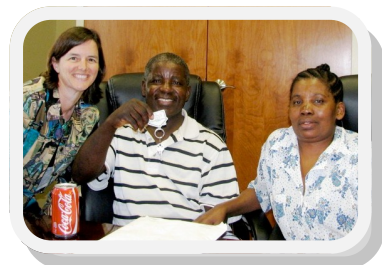


partnerships. Our team of project managers, inspectors, and housing specialists work with homeowners, developers, and business leaders to restore and bring life into neighborhoods across Metro through new construction and rehabilitation of historic homes and designated residential landmarks.

Using special tax assessments, foreclosure acquisitions and condemnation CSR focuses on existing structural assets that can be transformed from abandoned blight to thriving commercial facilities and affordable, sustainable homes for families.

Adrien and Maria Harerimana have much to celebrate at the closing of their house in the Bashford Manor neighborhood. This is their first home since the family immigrated to the United States from Burundi in 2008. They have six children—the oldest of which serves in the United States Army. Also pictured is Becky Roehrig, Executive Director of River City Housing, Inc.

CSR provided gap financing to help fund the development of the house and down payment assistance to the buyer, to help structure the closing.



TRANSFORMING NEIGHBORHOODS

Demolition and construction crews tell only the visual story. But it's the stories of the children and parents living in newly constructed facilities like Family Scholar House, St. Vincent de Paul, WellSpring Tonini Apartments or Apartments of Hope that drive our daily work. In 2012, more than **600 housing units** were created or rehabilitated to provide safe and affordable housing for citizens across Metro.

Southwest Community Ministries, Inc., Family and Children First, Inc., Goodwill Industries of Kentucky, Inc., and Dreams with Wings, Inc. are examples of non-profit agencies with new corporate headquarters or a new place to call home as a result of working with the CSR Revitalization division.



CSR not only focuses on redevelopment opportunities within older urban areas, but also helps address the needs in emerging suburban areas to ensure that sustainable, strategic, and planned growth occurs.



On December 28, 2012 St. Vincent de Paul completed the deal that resulted in a \$10.6 million (of which METRO invested \$334,103 in HOME funds) expansion on Kentucky Street between Jackson and Preston streets.

This expansion added a total of **54 new low-income housing units**, which includes apartments for our homeless. These units are in support of St. Vincent De Paul's other programs, and provides a more permanent supportive housing environment for their clientele who are making the transition out of homelessness. This housing is located in close proximity to their administrative offices and supportive services.



Family Scholar House, Inc. received \$500,000 in Community Development Block Grant (CDBG) funding to demolish a part of the old Maupin School to make way for the new Parkland Scholar House. The multimillion dollar project was dedicated in early August. The new campus will house state of the art classrooms and living facilities, and will

house **apartments for 48 families**. The mission of the Family Scholar

House is to give single parents who are students the support they need as they pursue their four-year degree. CSR Revitalization division is partnering with New Directions Housing to rehabilitate two vacant properties in the historic Parkland neighborhood to create seven affordable housing units.

TARGETING NEIGHBORHOOD INVESTMENT

Louisville Metro Government received \$6.9 million in Neighborhood Stabilization Program (NSP) funds and was awarded an additional \$4 million through the Commonwealth of Kentucky's Department of Local Government. CSR utilized the funds by targeting 14 census tracts within five neighborhoods for the development of 2 public facilities, 16 rental housing units, and 26 homeownership units. Those investments have already directly leveraged three more homeownership units, with five more in the queue, and the potential for several more.

"This work in Portland is providing significant and lasting improvements to this historic neighborhood, and helping forge other public and private partnerships."

Mayor Greg Fischer

Using \$2 million of federally funded Community Development Block Grant, Portland—Louisville's oldest neighborhood — was selected as the city's first

Neighborhood Revitalization

Strategy Area (NRSA). More than 30 homes are complete and up to 75 homes will receive rehab to address structural improvements, exterior facades, and identified property code violations.

It Takes a Village

Louisville, like much of the country, is striving to make a significant impact against the problem of vacant and abandoned properties or VAP. As of 2012, more than 5,000 properties were reported vacant. Over 1,100 of these properties are considered severely blighted and abandoned.

In conjunction with the Bloomberg sponsored Innovation Delivery Team, Mayor Fischer set a goal of reducing abandoned properties by 40 percent by 2015 and 67 percent by 2017. As a result, CSR has joined Codes & Regulations, the Office of Management & Budget, Metro Technology and the Office of Performance Improvement to launch www.VAPStat.louisvilleky.gov as part of the LouieStat platform. The VAPStat web portal tracks Metro's progress in addressing problem properties, educating the community on available resources to transform neighborhoods and engaging every resident in becoming part of the solution.

Volunteers painted more than 120 door-sized plywood board to beautify vacant and abandoned properties in Jefferson County at the annual Blight Out-Brighten Up event. Thanks to the Department of Codes & Regulations for organizing this event.



STRENGTHENING PARTNERSHIPS

"There are no problems we cannot solve together, and very few that we can solve by ourselves."

Lyndon B. Johnson
36th U.S. President

Working in partnership with citizens, non-profit organizations, businesses, and Metro agencies allows the opportunity for CSR to cast a larger net of services and opportunities for the betterment of our community.

Through the External Agency Funding process, CSR provided \$2,833,850 of local tax payer revenue and \$2,232,700 of federal grant revenue to 93 agencies. These agencies use the funding to provide case management services for specialized populations, education and counseling services, structured curriculums and recreational programs for youth.

FY 13 Accomplishments:

CSR maintains strong partnerships with community-based agencies. Through CSR's External Agency Funding, CSR and its partners served 488,177 clients in FY 13. CSR closely monitors the work of its partner agencies to ensure that they meet their program goals in a cost-effective manner. CSR works to ensure that our efforts address community priorities. We collaborate with community-based organizations, service providers, and other key stakeholders to help guide public policy on homelessness, neighborhood revitalization, affordable housing, financial education and empowerment, economic development, nutrition, social services, and responses to vacant properties. CSR strives to manage its programs in an effective and efficient manner that meet all requirements of funding agreements. This helps ensure that CSR can provide ongoing funding our community partners need to continue providing services. In FY 13, seven external funding sources monitored CSR resulting in only four findings, a 78% decrease in findings over the last 4 years.

"Volunteers of America Family Emergency Shelter utilizes Emergency Shelter Grant and Community Development Block Grant funds, which are critical in allowing the agency to serve over 100 homeless families per year, ending homelessness for 250-300 children annually. The staff at Louisville Metro Community Services and Revitalization are very valuable resources in this work of ending family homelessness for Louisville's most vulnerable parents and children."

*Donna Trabue
Senior Consulting Director
Volunteers of America*



Photo Courtesy of Adelante
Hispanic Achievers

"Adelante deeply appreciates Metro Government's CSR staff for its guidance and belief in our organization and we appreciate the CSR Department for its grant funding of our programs. Working together, Adelante, CSR, and our community partners are providing Louisville's Latino youth and families with the resources to help them achieve their dreams and become educated and creative world citizens."

*Mara Maldonado,
Director, Adelante Hispanic Achievers*

FINANCIAL EMPOWERMENT

Making Louisville a more financially empowered city is one of CSR's top priorities. CSR engages people from across the city and the nation to collaborate and discuss methods to move families from poverty.



Two CSR led initiatives implemented in 2010 — **Bank On Louisville** and the **Family Economic Success Network** — have served as foundational pieces to leverage a wide array of resources, including increasing access to mainstream financial services, coordinating free educational classes for those most in need and building the knowledge and expertise of case workers. **The First Financial Empowerment Summit** held last March brought together local and national leaders and speakers to discuss ways to move more families to financial security.

FY 13 Accomplishments:

- Completed an 18-month grant from Living Cities to embed financial empowerment into the delivery of homeless services as well as serve as a model for the overall social service delivery system in our community. This includes a Financial Empowerment Certification component.
- A reported **3,493 new bank accounts** were opened through Bank On Louisville by many individuals denied accounts in the past or who lacked access to mainstream financial services.
- Bank On Louisville's Financial Education Provider Network served **1,963 financial education participants** including Finance 4 U, offered by CSR.

NEIGHBORHOOD PLACE

Collaboration of social services at **Neighborhood Place is an internationally recognized model**. Through partnerships with local and state government, Neighborhood Place sites offer family supports for nutrition, mental and physical health, family counseling, child protection and welfare, and Jefferson County Public School enrollment and social services to more than **200,000 Louisville residents** annually. Neighborhood Place also serves as a community base forum where residents serving on advisory boards are able to connect and seek resources to address needs neighborhood by neighborhood.



Last summer Neighborhood Place provided **more than 5,000 children** across the community with back to school supplies while preparing parents and children with the necessary tools and resources for a successful start to the school year.

Neighborhood Place Partners

Louisville Metro Community Services and Revitalization
Louisville Metro Public Health and Wellness
Jefferson County Public Schools
Kentucky Cabinet for Health and Family Services
Seven Counties Services, Inc.
Child Care Council
Family and Children's Place
Center for Women and Families
The University of Louisville

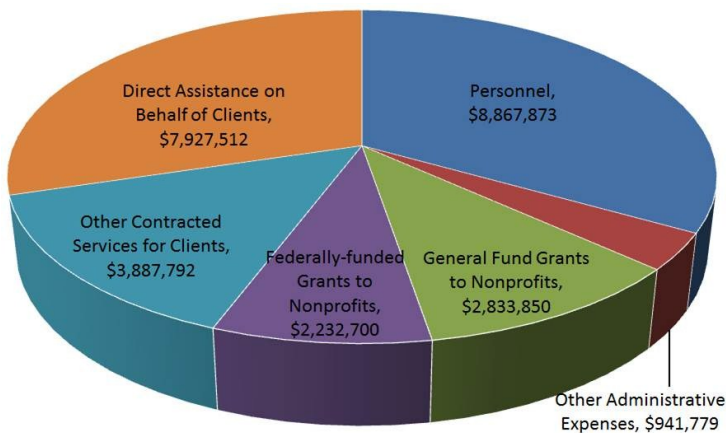
FY 13 FINANCIAL HIGHLIGHTS

"We must operate in a prudent and thoughtful manner that improves core services while also making strategic investments that have long-term impacts."

Greg Fischer, Mayor
Louisville Metro Government

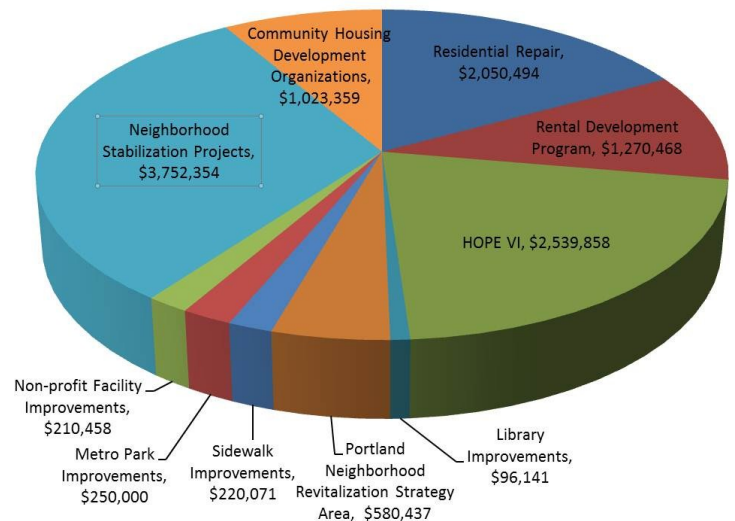
Operating Expenditures

Total expenditures for FY13 exceeded \$26 million with over 63% deployed to direct client assistance or grants to non-profits on behalf of clients.



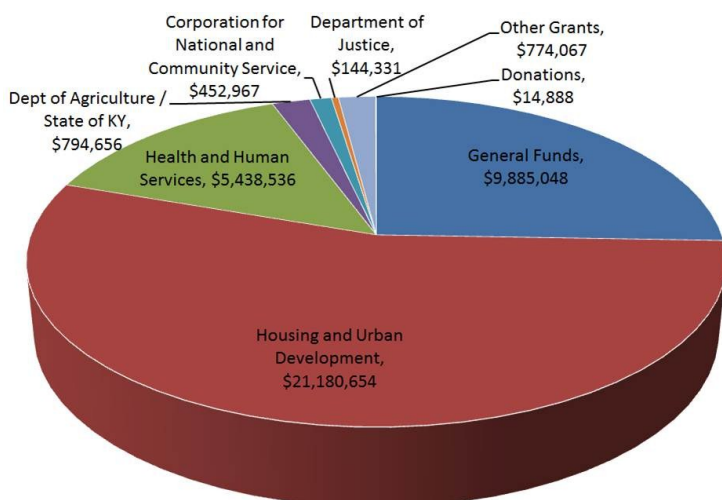
Capital Expenditures

The Department's \$11 million capital expenditures supported important projects that improved the quality of life to Louisville Metro residents.



Sources of Revenue

CSR's \$38 million in expenditures were funded by 34 federal, state, and private grants, accounting for 75% of the Department's funding, with the remaining funding originating from local taxpayer dollars.



STRATEGIC PLAN

During FY2013, CSR established a departmental strategic plan in accordance with the Mayor's overall Strategic Plan for Metro Louisville. Workers from all levels and divisions of CSR contributed to the plan. CSR continues to track progress towards its strategic goals with an ongoing action plan.

Each strategic plan goal is composed of multiple initiatives and tasks, designed to be SMART: Specific, Measurable, Attainable, Realistic, and Time-Framed.

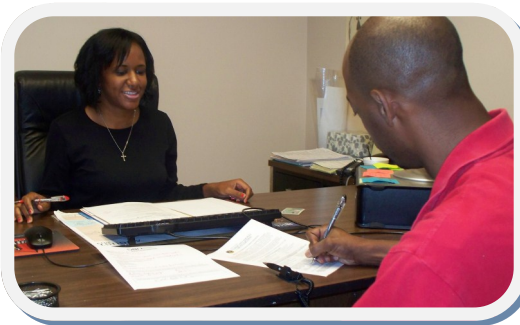
DEPARTMENT OBJECTIVES

1. CSR will work with local citizens and agencies to strengthen families and neighborhoods.
2. CSR will help those in need.
3. CSR will improve the way we deliver services to our customers. We will help people faster and easier.
4. CSR will better communicate to our citizens what services are available to them and how we can help. CSR will communicate with local agencies and businesses as to how we can work together to improve our community.



SOME OF CSR'S STRATEGIC PLAN GOALS:

- Create an internal and external directory of services that clearly defines the services provided, eligibility requirements, office location and program manager and point-of-contact. **(complete!)**
- Establish a central intake service to be the initial point of contact for external and internal customers by September 2013 **(complete!)**
- Reduce the average turnaround time from qualifying application to service delivery by 10% by March 2014.
- Work with developers, land owners and community stakeholders to recognize and redevelop 500 abandoned properties by the year 2017. The full CSR Strategic Plan is available to public at <http://www.louisvilleky.gov/csr/StrategicPlan>.
- Lead the development of 1500 new and/or rehabilitated quality and affordable housing units by FY 18 and encourage public- private partnerships to increase the number of available quality and affordable housing units.
- Work internally, and with community partners, to proactively integrate financial empowerment strategies to guide low and moderate-income families along the pathway to financial stability.



I would like to close this Annual Report by thanking all our community collaborations and partners who expand the work of CSR. Our work relies on your support and input - the public meetings, additional resources and agency programming. The work of transforming and strengthening community needs every voice.

Virginia Peck, Director

Louisville Metro Department of Community Services and Revitalization locations:

Community Services Division/Research, Planning and Compliance Division

810 Barret Avenue
Louisville, KY 40204

Revitalization Division

444 South Fifth Street, Fifth Floor
Louisville, KY 40202

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www.louisvilleky.gov/csr



LOUISVILLE METRO GOVERNMENT
GREG FISCHER, MAYOR

These projects are funded, in part, under a contract with the Cabinet for Health and Family Services with funds from the Community Services Block Grant Act of the U.S. Department of Health and Human Services.